



# Town Council Agenda Report

**SUBJECT:** Resolution

**CONTACT PERSON/NUMBER:** Freda Gellerstein, Acting Human Resources Director, 797-1010

**TITLE OF AGENDA ITEMS:** A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ADJUSTING THE PAY GRADE OF THE PUBLIC WORKS/CAPITAL PROJECTS MANAGER, HUMAN RESOURCES ASSISTANT, AND PAYROLL ASSISTANT, RETITLING THE CLASS SPECIFICATION OF RISK MANAGEMENT TECHNICIAN, AND ADOPTING THE CLASS SPECIFICATION OF FIXED ASSET SPECIALIST IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

**REPORT IN BRIEF:** Various departments have provided recommendations to the Town Administrator regarding reclassifications of certain class specifications. The recommendations and costs are as follows:

Public Works/Capital Projects Manager: Pay grade 525 (\$51,498 - \$69,012) to pay grade 531 (\$60,707 - \$81,353)  
(additional \$4,777 in salary)

Human Resources Assistant: Pay grade 504 (\$19,269 - \$25,823) to pay grade 508 (\$25,408 - \$34,049),  
(additional \$6,139 in salary)

Payroll Assistant: Pay grade 506 (\$22,339 - \$29,937) to pay grade 509 (\$26,943 - \$36,106)  
(additional \$2,812 in salary)

Risk Management Coordinator: Pay grade 512 (\$31,546 - \$42,275) to pay grade 516 (\$36,767-\$49,272)  
(additional \$3,533 in salary)

**TOTAL ADDITIONAL SALARIES:** \$17,261

**PREVIOUS ACTIONS:** Not Applicable

**CONCURRENCES:** Not Applicable

## **FISCAL IMPACT:**

Has request been budgeted? Yes - Town Reclassifications

Account Name: Departmental Budgets

**RECOMMENDATION(S):** Motion to approve the Resolution

**Attachment(s):** Resolution, Class Specification

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ADJUSTING THE PAY GRADE OF THE PUBLIC WORKS/CAPITAL PROJECTS MANAGER, HUMAN RESOURCES ASSISTANT, AND PAYROLL ASSISTANT, RETITLING THE CLASS SPECIFICATION OF RISK MANAGEMENT TECHNICIAN, AND ADOPTING THE CLASS SPECIFICATION OF FIXED ASSET SPECIALIST IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

WHEREAS, the Town of Davie has recommended the adjustment of the pay grade of Public Works/Capital Projects Manager, Human Resources Assistant, and Payroll Assistant in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie has recommended the retitling of the Risk Management Technician to Risk Management Coordinator, and the adoption of the class specification of Fixed Asset Specialist in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie has recommended the pay grade of Public Works/Capital Projects Manager be reassigned from pay grade 525 (\$51,498 - \$69,012) to pay grade 531 (\$60,707 - \$81,353), the pay grade of Human Resources Assistant be reassigned from pay grade 504 (\$19,269 - \$25,823) to pay grade 508 (\$25,408 - \$34,049), and Payroll Assistant be reassigned from pay grade 506 (\$22,339 - \$29,937) to pay grade 509 (\$26,943 - \$36,106) in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie has recommended the retitling of the class specification of Risk Management Technician to Risk Management Coordinator from pay grade 512 (\$31,546 - \$42,275) to pay grade 516 (\$36,767-\$49,272) in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie has recommended the adoption of the class specification of Fixed Asset Specialist at pay grade 512 (\$31,546 - \$42,275) in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie Non-Represented Pay and Classification Plan needs to be amended to reflect such changes.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The pay grade of Public Works/Capital Projects Manager is reassigned from pay grade 525 (\$51,498 - \$69,012) to pay grade 531 (\$60,707 - \$81,353), the pay grade of Human Resources Assistant is reassigned from pay grade 504 (\$19,269 - \$25,823) to pay grade 508, (\$25,408 - \$34,049), and Payroll Assistant is reassigned from grade 506 (\$22,339 -\$29,937) to pay grade 509 (\$26,943 - \$36,106) in the Non-Represented Pay and Classification Plan.

SECTION 2. The class specification of Risk Management Technician is retitled as Risk Management Coordinator from pay grade 512 (\$31,546 - \$42,275) to pay grade 516 (\$36,767 - \$49,272) in the Non-Represented Pay and Classification Plan and is attached hereto as Exhibit "A."

SECTION 3. The class specification of Fixed Asset Specialist at pay grade 512 (\$31,546 - \$42,275) is adopted in the Non-Represented Pay and Classification Plan and is attached hereto as Exhibit "B."

SECTION 4. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2000.

\_\_\_\_\_  
MAYOR/COUNCILMEMBER

ATTEST:

\_\_\_\_\_  
TOWN CLERK

APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2000.

# **CLASS SPECIFICATION**

## **RISK MANAGEMENT COORDINATOR**

### **GENERAL STATEMENT OF JOB**

Under occasional supervision, performs routine to complex technical and clerical work in the administration of the Town's risk management program. Maintains adequate insurance coverage; processes claims and assists in the preparation and editing of personnel/labor-related documentation. Performs related work as required. Reports to the Human Resources Director.

### **SPECIFIC DUTIES AND RESPONSIBILITIES**

#### **ESSENTIAL JOB FUNCTIONS**

Reviews insurance schedules to determine accuracy and extent of coverage, and to verify coverage.

Insures new vehicles, equipment and property acquired by the Town and deletes same from insurance as appropriate.

Reviews and advises as to appropriate insurance requirements and indemnification language in Town agreements and bid specifications.

Accepts service of legal proceedings served on the Town; reviews claims made against the Town to determine liability; advises appropriate officials of unsafe conditions as indicated as a result of claim review; requests and reviews backup documentation and investigative documents as needed; transmits claims and backup documentation to insurance carrier; maintains all related logs, records and reports; keeps appropriate Town officials abreast of case developments.

Requests Town Attorney representation in legal actions as necessary.

Assists those persons representing the Town in claims against it by responding to document requests, gathering information, and scheduling conferences, depositions, hearings, mediations and inspections.

Receives and receipts checks received by the Town as reimbursement for claims made.

Requests reimbursement of repairs or an appraisal of damaged vehicles.

Receives calls, investigates and brings to resolution restitution matters; seeks restitution for damaged property in claims falling below the Town's deductibles.

Requests certificates of insurance for Town-sponsored or Town-related events as necessary.

Processes required paperwork and coordinates the production of reports related to workers' compensation claims. Represents the Town when requested at hearings, mediations, depositions or trials in workers' compensation or liability matters.

May serve as safety officer for the Town, attending monthly safety committee meetings.

EXHIBIT "A"  
December 6, 2000

Maintains and updates the Town's safety manual; informs department representatives of relevant changes.

Drafts affidavits, agreements, releases and other uncomplicated legal documentation; composes, reviews and/or edicts correspondence and documentation pertaining to labor-related grievances and arbitrations.

Operates a variety of office equipment, including a computer, printer, calculator, telephone, copier, typewriter, fax machine, etc.

Interacts and communicates with immediate supervisor, other department supervisors and employees, co-workers, Town Administrator, Council members, attorneys, consultants, medical providers, mediators, court personnel, insurance representatives, adjusters, investigators, appraisers, professional peers, and the general public.

### **ADDITIONAL JOB FUNCTIONS**

Performs related duties as required.

### **MINIMUM TRAINING AND EXPERIENCE**

Requires an Associate's degree in business, risk management or related field supplemented by three to five years of experience in a risk-related field, preferably with some exposure to legal system and human resource operations, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities.

### **MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS**

**Physical Requirements:** Must be physically able to operate a variety of automated office machines and equipment including a computer, telephone, calculator, etc. Tasks involve the ability to exert light physical effort in sedentary to light work, which may involve some lifting, carrying, pushing and/or pulling of objects and materials of light weight (up to 10 pounds). Tasks may involve extended periods of time at a keyboard or workstation.

**Data Conception:** Requires the ability to compare and/or judge the readily observable, functional, structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

**InterpersonalCommunication:** Requires the ability of speaking and/or signaling people to convey or exchange information. Includes receiving assignments and/or directions from supervisors.

**Language Ability:** Requires the ability to read a variety of policy and procedure manuals, state statutes, ordinances, contracts, regulations, insurance schedules, etc. Requires the ability to enter data into computer and prepare reports, correspondence, etc., with proper format, punctuation, spelling and grammar, using all parts of speech. Must be able to speak with poise, voice control and confidence and to articulate information to others.

**Intelligence:** Requires the ability to apply principles of rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in oral, written, diagrammatic or schedule form. Requires the ability to make independent judgments in the absence of supervisor; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received

**Verbal Aptitude:** Requires the ability to record and deliver information, to explain procedures, to follow oral and written instructions. Must be able to communicate effectively and efficiently in a variety of technical or professional terminology including legal, medical terminology, insurance/risk management, Human Resources, etc.

**Numerical Aptitude:** Requires the ability to add and subtract totals, to multiply and divide, to utilize mathematical formulas, to determine percentages and decimals, to determine time. Must be able to use practical applications of fractions, percentages, ratio and proportion.

**Form/Spatial Aptitude:** Requires the ability to inspect items for proper length, width and shape, and visually read various information.

**MotorCoordination:** Requires the ability to coordinate hands and eyes rapidly and accurately in using automated office equipment and communications machinery.

**Manual Dexterity:** Requires the ability to handle a variety of items including computer keyboards, office equipment, control knobs, switches, etc. Must have minimal levels of eye/hand/foot coordination.

**Color Discrimination:** Does not require the ability to differentiate between colors and shades of color.

**Interpersonal Temperament:** Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under minimal levels of stress when confronted with an emergency or tight deadline.

**Physical Communication:** Requires the ability to talk and hear: (talking: expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear). Must be able to hear and understand communications through a telephone.

## **PERFORMANCE INDICATORS**

**Knowledge of Job:** Is knowledgeable in the methods, policies and procedures of the Human Resources Department pertaining to specific duties of the Risk Management Technician. Is knowledgeable in the laws, ordinances, standards and regulations pertaining to the specific duties and responsibilities of the position. Has thorough knowledge of the organization of the Town and of related departments and agencies. Has the ability to comprehend, interpret and apply regulations, procedures and related information. Has knowledge of the principles and practices of insurance and risk management program administration, and of the records and reports which must be prepared/maintained and submitted to various agencies. Has knowledge of modern office practices and equipment. Has knowledge of proper English usage, vocabulary, punctuation and spelling; has knowledge of basic mathematics. Is able to type accurately at a rate sufficient for the successful performance of assigned duties. Knows how to operate and maintain a variety of office equipment as necessary in the performance of daily activities. Is skilled in applying a responsible attention to detail as necessary in preparing reports and correspondence. Is able to read and interpret various complex materials pertaining to the responsibilities of the job. Is able to take the initiative to complete the duties of the position without the need of direct supervision. Is able to use independent judgment in performing routine and non-routine tasks. Has the ability to plan, organize and prioritize daily assignments and work activities. Is able to offer assistance to fellow employees as necessary. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Knows how to perform duties in a courteous manner and with the utmost integrity in the best interest of the public. Is capable of working under stressful conditions as required. Knows how to react calmly and quickly in emergency situations.

**Quality of Work:** Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interaction with internal and external entities with whom the position interacts.

effectively in order to produce quantity of work which consistently meets established standards and expectations.

**Dependability:** Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, policy, standards and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human and conceptual areas.

**Attendance:** Attends and remains at work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides adequate notice to higher management with respect to vacation time and leave requests.

**Initiative and Enthusiasm:** Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished, and initiates proper and acceptable action for the completion of work with a minimum of supervision and instruction.

**Judgment:** Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches issues, situations and alternatives before exercising judgment.

**Cooperation:** Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with established policies or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation intra- and inter-departmentally.

**Relationships with Others:** Shares knowledge with managers, supervisors and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships inter- and intra-departmentally, and with external entities with whom the position interacts. Tactfully and effectively handles requests, suggestions and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

**Coordination of Work:** Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of work elements and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

**Safety and Housekeeping:** Adheres to all established safety and housekeeping standards. Ensures such standards are not violated.

# **CLASS SPECIFICATION**

## **FIXED ASSET SPECIALIST**

### **GENERAL STATEMENT OF JOB**

Under general supervision, records, maintains an inventory, and depreciates(as applicable), the Town's capital assets including land, improvements to land, buildings, equipment, and infrastructure. Employee is responsible for initial recording of capital asset information into the fixed asset system, coordinating/conducting periodic physical inventories of Town assets, maintaining detail fixed asset inventory listings, and recording asset disposition information as appropriate. The employee is also responsible for calculating annual depreciation expense and tracking accumulated depreciation on each asset/asset class as appropriate. In addition, the employee is responsible for assisting with accounting schedules as necessary for other Town funds, such as the Internal Service Funds, Pension Trust Funds, and/or the General Fund, as assigned. Reports to the Accounting Services Supervisor.

### **ILLUSTRATIVE EXAMPLES OF WORK**

#### **ESSENTIAL JOB FUNCTIONS**

Maintains routine accounting records pertaining to capital assets of the Town, recording assets and reconciling additions and deletions from inventory; prepares fixed asset inventory reports as well as schedules of annual depreciation expense and accumulated depreciation.

Monitors information from the Town's purchasing/inventory system and general accounting system to obtain the information necessary to properly record fixed asset additions.

Develops and implements a system to periodically coordinate/conduct physical inventories to verify the accuracy of the fixed asset information. Reports any significant variations to supervisor.

Writes journal entries as necessary and prepares any required monthly reports.

Prepares, copies, files and/or distributes, as appropriate, various correspondence, records and forms.

Maintains the Town's computerized database, collecting and verifying data, and amending records as appropriate; performs a variety of data entry functions in maintaining database and assisting departmental personnel.

Assists external auditors during field work by answering their questions, pulling supportive documentation/files related to particular job functions.

Prints and binds computer printouts/schedules needed for analysis and preparation of reports and spreadsheets.

Answers telephone and receives inquiries, providing information regarding specific fixed assets/researching entries.

Exhibit "B"  
Effective December 6, 2000



Utilizes expertise in accounting to prepare studies and/or schedules on topics necessary to properly maintain Town financial records in accordance with outlined goals and objectives; prepares and/or presents oral or written reports on findings as appropriate.

#### **ADDITIONAL JOB FUNCTIONS**

Performs routine data entry to prepare or maintain computer files.

Performs other related work as required.

#### **MINIMUM TRAINING AND EXPERIENCE**

Bachelor's degree in accounting, business administration, finance, or a closely related field and 1 to 2 years of experience in Accounting; or any equivalent combination of training and experience which provides the required knowledge, skills and abilities.

#### **SPECIAL REQUIREMENTS**

Must possess a valid class "E" Florida Driver's License.

#### **MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS**

**Physical Requirements:** Must be physically able to operate a variety of machinery and equipment, such as typewriters, computers, copiers, calculators, audio-visual equipment, etc. Requires the ability to report to various sites within the Town limits. Requires the ability to exert up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary Work involves sitting most of the time, but may involve walking or standing for brief periods of time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.

**Data Conception:** Requires the ability to compare and/or judge the readily observable, functional, structural, or composite characteristics (whether similar to or divergent from obvious standards) of data, people or things.

**Interpersonal Communication:** Requires the ability to speak and/or signal people to convey or exchange information. Includes receiving instructions, assignments and/or directions from superiors.

**Language Ability:** Requires the ability to read a variety of reports, correspondence, technical manuals, forms, logs, charts, etc. Requires the ability to prepare a variety of correspondence, reports, forms, charts, etc., using prescribed formats and conforming to all rules of punctuation, grammar, diction, and style. Requires the ability to communicate with poise and confidence.

**Intelligence:** Requires the ability to apply rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in written, oral, diagrammatic, or schedule form.

**Verbal Aptitude:** Requires the ability to record and deliver information, to explain procedures, to follow oral and written instructions. Must be able to communicate effectively and efficiently in a variety of professional or technical languages, including computer terminology.

**Numerical Aptitude:** Requires the ability to utilize mathematical formulas; to add and subtract; multiply and divide; calculate decimals and percentages; interpret graphs.

**Form/Spatial Aptitude:** Requires the ability to inspect items for proper length, width, and shape.

**Motor Coordination:** Requires the ability to coordinate hands and eyes rapidly and accurately in using computer equipment and other automated office equipment.

**Manual Dexterity:** Requires the ability to handle a variety of items, such as keyboards, control knobs, toggle switches, levers, etc. Must have minimal levels of eye/hand/foot coordination.

**Color Discrimination:** Requires the ability to differentiate between colors and shades of color.

**Interpersonal Temperament:** Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress and when confronted with persons acting under stress.

**Physical Communication:** Requires the ability to talk and/or hear: (talking: expressing or exchanging ideas by means of spoken words; hearing - perceiving nature of sounds by ear).

### **PERFORMANCE INDICATORS**

**Knowledge of Job:** Has general knowledge of modern office practices and procedures. Has general knowledge of the principles and practices of bookkeeping. Has general knowledge of the ethical guidelines applicable to the position as outlined by professional standards and/or federal, state or local laws, rules, and regulations. Is able to use common office machines, including popular and specialized computer-driven word processing, spreadsheet and file maintenance programs. Is able to collect information from a variety of sources and compile concise records from them. Is able to collect communicate effectively in oral and written form. Is able to exercise considerable tact, courtesy and firmness in frequent contact with coworkers as well as the general public. Is able to establish and maintain effective working relationships as necessitated by work assignments.

**Quality of Work:** Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interacts within department and division, with co-workers and the general public.

**Quantity of Work:** Maintains effective and efficient output of all duties and responsibilities as described under "Specific Duties and Responsibilities."

**Dependability:** Assumes responsibility for doing assigned work and meeting deadlines. Completes assigned work on or before deadlines in accordance with directives, Town policy, standards and prescribed procedures. Accepts accountability for meeting assigned responsibilities in the technical, human and conceptual areas.

**Attendance:** Attends work regularly and adheres to Town policies and procedures regarding absences and tardiness. Provides adequate notice to higher management with respect to vacation time and time-off requests.

**Initiative and Enthusiasm:** Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountability. Strives to anticipate work to be done and initiates proper and acceptable direction for completion of work with a minimum of supervision and instruction.

**Judgment:** Exercises analytical judgment in areas of responsibility. Identifies problems or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to problems or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors.

**Cooperation:** Accepts supervisory instruction and direction and strives to meet those goals and objectives. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with Town policy or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation between all staff persons within the department and within the Town.

**Relationships with Others:** Shares knowledge with supervisors and staff for mutual and departmental benefit. Contributes to maintaining high morale among department employees. Develops and maintains cooperative and courteous relationships with department employees, staff and managers in other

toward the department and project a good departmental image. Tactfully and effectively handles requests, suggestions and complaints from other departments and persons in order to maintain good will within the Town. Interacts effectively with fellow employees, supervisor, professionals and the general public.

**Coordination of Work:** Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of elements of work and establishes a personal schedule accordingly. Attends meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules. Maintains a calendar for meetings, deadlines and events.

**Safety and Housekeeping:** Adheres to all safety and housekeeping standards established by the Town and various regulatory agencies. Sees that the standards are not violated. Maintains a clean and orderly workplace.

**Planning:** Plans, directs and uses information effectively in order to enhance activities and production of the department. Knows and understands the expectations of the Town regarding the activities of the division and works to see that these expectations are met. Designs and formulates ways, means and timing to achieve the goals and objectives of the department and the division. Within the constraints of Town policy, formulates the appropriate strategy and tactics for achieving division and department objectives. Organizes, arranges and allocates manpower, financial and other designated resources in an efficient and effective way so as to achieve the goals and objectives of the division and department.

**Decision Making:** Uses discretion and judgment in developing and implementing courses of action affecting the division. When a particular policy, procedure or strategy does not appear to be achieving the desired result, moves decisively and definitively to develop and implement alternatives.

**Creativity:** Regularly seeks new and improved methodologies, policies and procedures for enhancing the effectiveness of the division and the department. Employs imagination and creativity in the application of duties and responsibilities. Is not averse to change.

**Human Relations:** Strives to develop and maintain good rapport with all staff members. Listens to and considers suggestions and complaints and responds appropriately. Maintains the respect and loyalty of staff.

**Policy Implementation:** Has a clear and comprehensive understanding of Town policies regarding the division, department and organizational function. Adheres to those policies in the discharge of duties and responsibilities and ensures the same from subordinate staff.

**Policy Formulation:** Keeps abreast of changes in operating philosophies and policies of the Town and continually reviews division policies in order to ensure that any changes in Town philosophy or practice are appropriately incorporated. Also understands the relationship between operating policies and practices and department morale and performance. Works to see that established policies enhance same.





